

U.S. Army Accessions Command

First Handshake to First Unit of Assignment



Recruiting Initial Entry Training Leader Development

**Accessing the Expeditionary Army -
Research Implications**

29 January 2004

This is not about numbers



**It is about developing Soldiers
for our Army and Citizens for our**

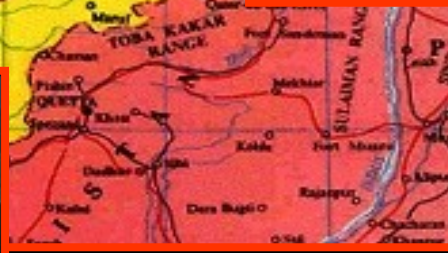
***I showed you this
photo
the last time we got
together....***

***Have we figured out
what we are looking***

***for and where to
find it?***



...A Nation at War



Our Army Must be Relevant and Ready

- **Win the Global War on Terror**
- **Support Ongoing Commitments**
- **Be Ready for New Missions**

Core Competencies & Capabilities



- **Provide land power capabilities to the Combatant Commander and the Joint Team**
- **Train and equip Soldiers and grow leaders**

– **Joint and Expeditionary Mindset**

Implications?

- **Our Recruits, Soldiers, and Leaders Must Be:**
 - **Better prepared**
 - **Able to deal with complex rapidly changing situations**
 - **Open minded**
 - **Able to embrace innovation**
 - **Anchored in reality**
 - **Passionate about leading Soldiers**
 - **Grounded in Army Values**
 - **Prepared to engage and destroy enemies of the United States in close combat**

Our approach must appeal to and develop Soldiers that are:

- Motivated by a desire to serve our country**
- Challenged by and proud of the tough work we do; feel like they have done their part**
- Capable of operating in**

Our Recruiting, Training and Education is Changing

- *Always place the mission first*
- *Never accept defeat*
- *Never quit*
- *Never leave a fallen comrade*

“No longer is a Soldier’s worth measured by the distance from the front line.”

General Pete Schoomaker,

AUSA 2003

Soldier Creed

Changed Initial Military Training **will Provide this Soldier** ***Soldier's Creed***

I am an American Soldier.

I am a Warrior and a member of a team. I serve the people of the United States and live the Army Values.

I will always place the mission first.
I will never accept defeat.

WARRIOR ETHOS

I will never quit.

I will never leave a fallen comrade.

I am disciplined, physically and mentally tough, trained and proficient in my warrior tasks and drills. I always maintain my arms, my equipment and myself.

I am an expert and I am a professional.

I stand ready to deploy, engage, and destroy the enemies of the United States of America in close combat.

I am a guardian of freedom and the American way of life.

I am an American Soldier.

Our Vision

Recruit the **Right Soldier**



Build each into a **Warrior**



With the **Right Competencies**



For the **First Unit** of Assignment



The Future Force Soldier Model

The Right Soldier with the Right Competencies

“BE”

Values

Loyalty
Duty
Respect
Selfless Service
Honor
Integrity
Personal Courage

“KNO

Characteristics

Warrior Ethos

Soldiers always place the mission first, never accept defeat, never quit, and never leave behind a fallen comrade

Self disciplined

Active team member

Proactive

Physically & mentally tough

Self-motivated

Confident

Leader potential

Disciplined initiative

Self aware

Dominates situations

Deployable mindset

Self reliant

Adaptive learner

Decisive

Sound judgment

Versatile

Expert in warfighting and in the use of emerging technology

“DO”

Actions

Operating

- See first
- Understand first
- Act first
- Finish decisively

Interacting

- Listen
- Speak
- Network

Improving

- Learn
- Grow
- Achieve

Prospect Screening Improvements

- **Identify pre-existent musculoskeletal conditions in recruits at the Military Entrance Processing Station**
 - **Find knee/back/joint damage prior to service**
 - **Push-ups, Military Press machine, Step test**
 - **Start in MAR 04**
- **Physical Fitness Assessment Test at Local Recruiting Station**
 - **PT program tailored to time in DEP**

Delayed Entry Program

- **Emphasis on Army Values + Warrior Ethos**
- **Pre-BCT/OSUT Conditioning -- PT, Injury**

Prevention, Nutrition

- **Skill Foundation/Enhancement**
 - **Army Game**
 - **DIV(IT) Drill Sergeant Experience**
- **Spouses and Influencers brought into Army**

Family -- Army Family Team Building

- **Army Knowledge Online for all DEP**

The Soldier Experience Must Broaden

*Maintaining
the Quality*

*Volunteers to
Combat in Weeks*

MOS

Stovepipe View

Being a Soldier

Being a Soldier

Broaden Expectations

IET

Complete/rounded Soldier is the Main Focus vs. MOS

Rigor in Today's BCT POI

Trained on only
16 of 40
TF Soldier tasks
and 3 of 8
combat drills

Today's new Soldier arrives in combat less than 30 days after graduation. By today's POI and TRADOC Reg 350-6, he/she has never:

- ☒ Executed any battle task wearing body armor**
- ☒ Missed a meal due to tactical operations**
- ☒ Gone 24 hours without sleep while executing tactical operations**
- ☒ Fired a weapon at night using NVGs or night optics**
- ☒ Entered, cleared, fired into or from a building**
- ☒ Reacted without warning to contact from a convoy or a vehicle**
- ☒ Seen, heard or felt the concussion of incoming indirect**

If IET doesn't train Soldiers on these tasks, NCOs in combat will

- ☒ Maintained personal hygiene for more than 3 days in the**

BCT for an Army at War

Core Warrior Drills that BCT Must Train

Every Soldier ...

~8 Battle Drills

- React to contact (visual, IED, direct fire [includes RPG])
- React to ambush (blocked & unblocked)
- React to indirect fire
- React to chemical attack
- Break contact
- Dismount a vehicle
- Evacuate injured personnel from vehicle
- Secure at a halt

Blue tasks not currently
trained in BCT

the work ahead - Initial Entry Training

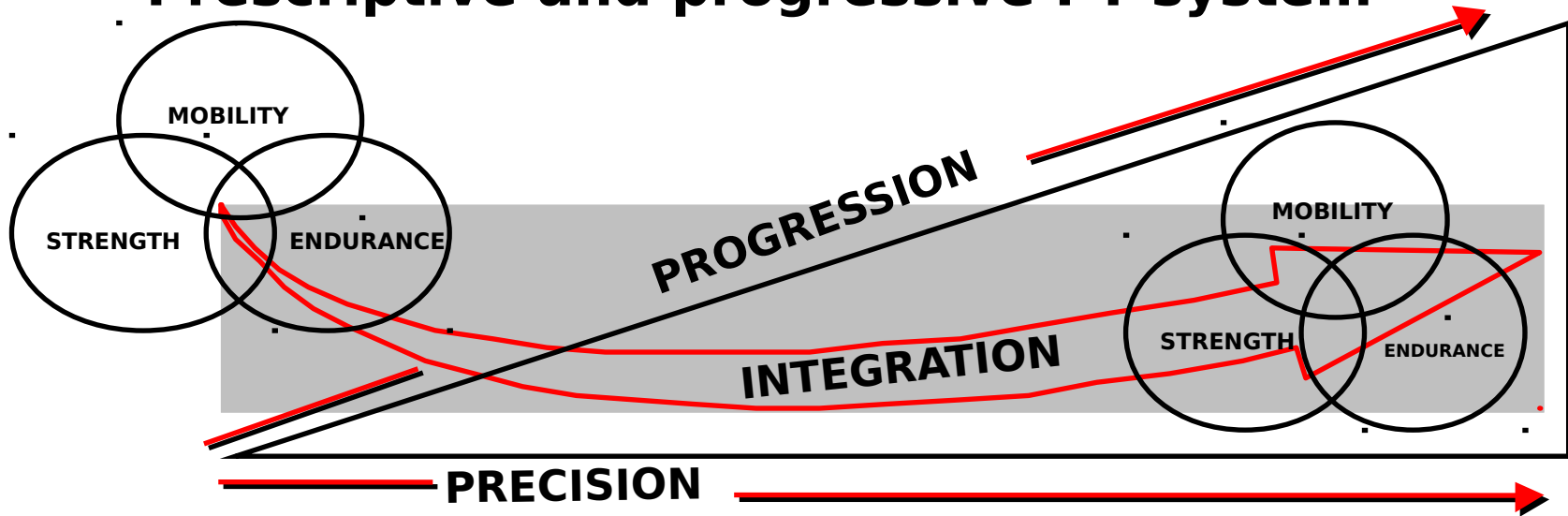
- **Focus BCT on the transformation of a Soldier
into a warrior - Fight, Adapt, Overcome**
- **Redefine rigor in Initial Entry Training**
- **Evaluate current battle drills and critical tasks**
- **Insert Contemporary Operating Environment
into training scenarios**
- **Review Drill Sergeant and instructor**

Physical training must also change

- **Physically Demanding Common Battlefield Tasks**
 - **Tasks Move Under Direct Fire**
 - **Transport a Casualty**
 - **Move Over, Through, or Around Obstacles**
 - **Construct Individual Fighting Positions**
 - **Navigate From One Point On The Ground to Another While Dismounted**

A New IET PT Program Developed

- Prescriptive and progressive PT system



- Soldiers run 31% less distance (increased running speed)
- Results
 - For every 1000 Soldiers tested, 40 more Soldiers

passed the EOC APFT with a first time "Go"

Standardized, Rigorous Training Based on Tasks that Must be Accomplished

- Overall risk of injury was 33% lower

We Must Increase IET Rigor to:

Change the focus of BCT culture, POI and Methodology:

From graduating a Soldier ready to join a unit

To graduating Soldiers ready to win and survive in combat

From garrison

To field

From Drill and Ceremony

To Tactical Movements and Combat Drills

From passing the APFT

To campaign endurance, combat fitness and combatives

From qualification on the M16 rifle

To employment of weapons found in today's units

From Soldierization and Army Values

To Soldierization, Army Values and the Warrior Ethos

In the midst of -- VUCA:

☒ Volatility

☒ Uncertainty

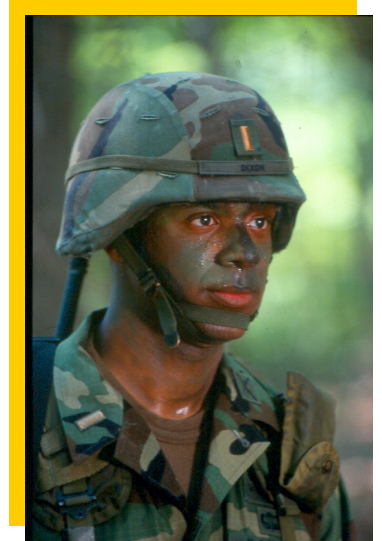
☒ Complexity

☒ Ambiguity

Changing How We Train New Lieutenants - BOLC

Basic Officer Leader's Course is....

- **An experiential leadership laboratory**
- **Tough standardized graduate level leadership training**
- **The key institutional foundation for officer development**



Training

Methodology

- **Tough, rigorous and physically demanding**
- **80% - 90% of all training executed in field environment**
- **Trained, Coached and Mentored by trained experienced Cadre**
- **Contemporary Operational Environment--Vignette Based STX**
- **Multiple Leadership Opportunities**
- **Warrior Ethos and Values Embedded**
- **Leader Attributes, Skills, and Actions are Evaluated**
- **360 Feedback Counseling**

BOLC Model

Phase I



Phase II

Ft Benning
Ft Bliss
Ft Knox
Ft Sill

Phase III

IN	AR	FA	AV
AD	EN	MP	CM
SC	MI	TC	MS
QM	OD	AG	FI

Functional Training
(ABN/Ranger, Scout Leader)

First Unit Assigned



6 Weeks

8-14 Weeks

Pre-commissioning
USMA 48 Months
ROTC 24-48 Months
OCS 14 Weeks

Field Leadership Laboratory

- 80-90% Field Training
- Rigor and toughness
- Small unit leadership & tactical skills

Branch Training

- Technical branch skills
- Tactical branch training in a field environment
- Leadership

Benefit to The Army

- Leadership; solve dilemmas, make rapid decisions
- Common bond with their combined arms peers
- Ready to lead small units upon arrival at first operational assignment

Implications for Research

- **What suite of pre-accession tests do we use to find this Soldier?**
- **How do we best prepare volunteers to be successful in Initial Military Training?**
- **What learning techniques do we use to develop the characteristics we want?**
- **What techniques are available to improve and better connect the accessions process?**

Meet the Man Who Led the Way **LT Walker**

Questions?

